

### 6.3. Case work: Involve stakeholders

| Involve stakeholders                 |                                                                                                                                                                                                                                                                             |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose / Learning objectives</b> | By the completion of this exercise, you will be able to: <ul style="list-style-type: none"> <li>• Know how to develop a participation strategy; and</li> <li>• Understand how to work and communicate with stakeholders, especially in multi-sectorial settings.</li> </ul> |
| <b>Output</b>                        | <ul style="list-style-type: none"> <li>• Visualised outline on how and when to engage stakeholders (table)</li> </ul>                                                                                                                                                       |
| <b>Importance</b>                    | Involving stakeholders is vital for the success of Blue Planning. Thus, it should be planned early and throughout the Blue Planning process.                                                                                                                                |

#### Context

Your consultancy has identified key stakeholders to be involved in the Bakul Blue Planning Process (see Stakeholder Map Exercise). The CMMA now needs your help in deciding when and how to involve these stakeholders in the Blue Planning process.

#### Instructions for case work

You continue to play the role of consultant advising the CMMA on key stakeholders and how and when to involve them in the Blue Planning process. Build on information from previous case works.

The following tools assist your work:

- Text box 9 provides hints on involving stakeholders
- Figure 6 displays different types of stakeholder participation
- Table 6 elaborates on advantages and disadvantages of different stakeholder participation techniques
- Table 7 assist in planning when and how to involve stakeholders
- Stakeholders in Bakul (see pages 35-40).

#### Your task

Your task is to identify when and how stakeholders should be involved in the Blue Planning process. Use table 7 to decide which stakeholder to involve in which elements of Blue Planning and how. Work in grid lines and relate your findings to one another:

- Column A displays the Blue Planning elements. You may want to add the specific tasks (exercises) within each element.
- In column B list the key stakeholders to be involved in this element.
- In column C define the type of involvement for each stakeholder to be involved in this Blue Planning element.
- In column D brainstorm the main objective of these meetings and/ or activities.
- In column E identify suitable stakeholder participations techniques: How will you involve this stakeholder? Think about appropriate means of engagement. You may consult the “Stakeholder Participation Techniques” below (see Table 6).

## Text box 9: Hints on involving stakeholders

**Hints on involving stakeholders\***

In a first step you will need to decide when to involve stakeholders. Reflect about the different Blue Planning elements and the key stakeholders you have identified and decide who needs to be involved in which element.

In a second step you will need to decide how to involve these stakeholders. The following differentiation can assist you:<sup>1</sup>

- **Messaging:** Authorities responsible for Blue Planning want to convey a message to a target audience and obtain approval for what their message asserts, suggests, and decides. Communication does not involve stakeholders in any active way.
- **Information:** Authorities responsible for Blue Planning want to keep a target audience informed about their intentions, decisions and attempts to provide a basis of understanding, but don't expect any particular reaction. Unlike communication, the information is intended to be objective and represents a way to empower stakeholders to react to decisions or take a position with full knowledge of the facts.
- **Consultation:** Authorities responsible for Blue Planning collect the opinions of stakeholders they have consulted. The opinions expressed need to be considered in the further decision making, but with no guarantee that they will be taken into account. The reasons why statements were not taken up should be made transparent.
- **Dialogue:** A form of 'horizontal' interaction among stakeholders who are positioned as equals. There is no precise purpose other than to know and understand one another better. Dialogue is intended to create a sense of proximity and mutual understanding about the problems and solutions for a particular Planning Area.
- **Concertation:** A form of 'horizontal' interaction among stakeholders who are positioned as equals. Unlike dialogue, the purpose is to develop a common position among a group of stakeholders that can be presented or defended before the authorities responsible for Blue Planning. (Concertation is a French term referring to musicians playing an instrument with the purpose of creating a common outcome, e.g. a concert).
- **Negotiation:** A form of 'horizontal' interaction in which both stakeholders and the authorities responsible for Blue Planning have equal powers for decision-making.
- 

\*Adapted from: Bouamrame 2006

Figure 6: Different types of stakeholder participation (Adapted from Bouamrame 2006)

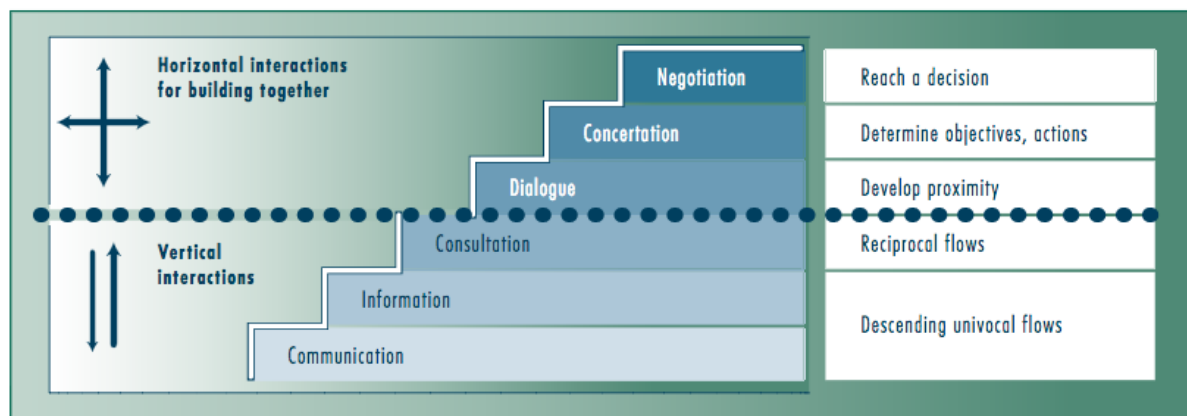


Table 6: Stakeholder Participation Techniques

| Stakeholder Participation Techniques <sup>8</sup> |                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Method                                            | Advantages                                                                                                                                                                                                                                                                                                                     | Disadvantages                                                                                                                                                                                                                                                                                                                                                             |
| <b>Advisory group/<br/>Task force</b>             | <ul style="list-style-type: none"> <li>Provides for interaction between agency and full spectrum of community opinion</li> <li>Creates forum for interaction between groups themselves</li> <li>Good forum for creating consensus</li> <li>Group members become knowledgeable and make informed recommendations</li> </ul>     | <ul style="list-style-type: none"> <li>Selections for group members must be credible to public</li> <li>Group activity must be linked to real decisions</li> <li>Requires much staff time and support</li> <li>Public doesn't automatically accept group recommendations as representative of larger public</li> <li>Disputes over group's mandate can develop</li> </ul> |
| <b>Exhibitions</b>                                | <ul style="list-style-type: none"> <li>Can be seen by whole community,</li> <li>Opportunity to imaginatively present context and issues,</li> <li>Useful for distributing newsletters, leaflets, and questionnaires or as back cloth to meeting,</li> <li>Staff can directly answer questions and attract interest.</li> </ul> | <ul style="list-style-type: none"> <li>May be poorly attended</li> <li>Not all venues equally attractive</li> <li>Runs risk of dullness</li> </ul>                                                                                                                                                                                                                        |
| <b>Flyers</b>                                     | <ul style="list-style-type: none"> <li>Useful to identify key issues</li> <li>Easy to produce</li> <li>Useful public relations</li> <li>Wide coverage.</li> </ul>                                                                                                                                                              | <ul style="list-style-type: none"> <li>Takes time and money to produce</li> <li>May over-simplify</li> <li>May encourage unjustified claims.</li> </ul>                                                                                                                                                                                                                   |
| <b>Focus Group</b>                                | <ul style="list-style-type: none"> <li>Helpful in assessing emotional and other qualitative factors</li> <li>Cheaper and yields greater depth data than surveys</li> </ul>                                                                                                                                                     | <ul style="list-style-type: none"> <li>No claims can be made about statistical accuracy</li> <li>Public may have false perceptions about how focus group data are used</li> <li>Cannot substitute for more visible forms of participation</li> </ul>                                                                                                                      |
| <b>GIS based website</b>                          | <ul style="list-style-type: none"> <li>Large potential audience</li> <li>Raises awareness and provides open access to data.</li> </ul>                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>Intimidating medium for many sectors of population</li> <li>Needs constant updating to remain relevant</li> <li>Can be expensive and impersonal.</li> </ul>                                                                                                                                                                        |
| <b>Internet</b>                                   | <ul style="list-style-type: none"> <li>Allows widespread access to resources on issues</li> <li>Allows for participation from geographically broad audience</li> </ul>                                                                                                                                                         | <ul style="list-style-type: none"> <li>Not everyone has access to the Internet</li> <li>Training may be required to use some technologies</li> <li>Technology may be unreliable</li> <li>Technology is still developing</li> </ul>                                                                                                                                        |

<sup>8</sup> Table adapted from: McGee, L.A., & Barrett, M.J. (2013a)

## Stakeholder Participation Techniques (ctn.)

| Method                                 | Advantages                                                                                                                                                                                                                                                                   | Disadvantages                                                                                                                                                                                                                                                                             |
|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Interview</b>                       | <ul style="list-style-type: none"> <li>• Can provide more in-depth information than any other method</li> <li>• People provide more information in private than they will in public</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Time-consuming</li> <li>• The number of interviews possible is usually limited by time</li> <li>• Skilled interviewers are required</li> <li>• Interview responses are not visible to the rest of the public</li> </ul>                          |
| <b>Large group/small group meeting</b> | <ul style="list-style-type: none"> <li>• Provides great interaction despite large group size</li> <li>• Participants can solve problems or complete tasks</li> <li>• Produces greater enthusiasm than other large meetings</li> </ul>                                        | <ul style="list-style-type: none"> <li>• Group may resist breaking into smaller groups</li> <li>• Logistics of smaller break-out groups can be cumbersome</li> <li>• Organized groups may dominate some small groups</li> </ul>                                                           |
| <b>Local Media</b>                     | <ul style="list-style-type: none"> <li>• Large potential audience</li> <li>• Relatively cheap</li> <li>• Good for public relations</li> <li>• Raises awareness.</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>• Uncertainty over how media will use material; may not use it at all, get story wrong, or stress conflicts.</li> </ul>                                                                                                                            |
| <b>Newsletter</b>                      | <ul style="list-style-type: none"> <li>• Sets scene for dialogue, opportunity for all to contribute, strong image of the project, can be co-ordinated with a website</li> </ul>                                                                                              | <ul style="list-style-type: none"> <li>• Open-ended commitment, can suffer from 'fatigue' if process extended</li> <li>• May use too much professional terminology.</li> </ul>                                                                                                            |
| <b>Open house</b>                      | <ul style="list-style-type: none"> <li>• Allows one-on-one interaction between stakeholders and agency</li> <li>• Can be designed so that participants can provide written comments</li> <li>• Event design is highly flexible and can be made formal or informal</li> </ul> | <ul style="list-style-type: none"> <li>• Participants may not hear the views and opinions of others</li> <li>• May be difficult to systematically collect participant input</li> <li>• Does not give stakeholder groups an audience to address</li> </ul>                                 |
| <b>Poll or survey</b>                  | <ul style="list-style-type: none"> <li>• Helps to assess opinions of broader public</li> <li>• Results can be described and presented quantitatively</li> </ul>                                                                                                              | <ul style="list-style-type: none"> <li>• Requires trained staff to conduct process</li> <li>• Faulty methods can yield misleading results</li> <li>• Only provides results for a particular moment in time—results may change in near future</li> <li>• Potentially high costs</li> </ul> |
| <b>Public hearing</b>                  | <ul style="list-style-type: none"> <li>• All participants can have their comments recorded verbatim</li> <li>• Highly transparent; all participants can hear what others say</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>• May result in speeches rather than discussion of issues</li> <li>• Does not provide for interaction</li> <li>• Can be manipulated or controlled by organized groups</li> </ul>                                                                   |

| Stakeholder Participation Techniques (ctn.) |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Method                                      | Advantages                                                                                                                                                                                                                                                                                                                                                                                                                                                | Disadvantages                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Public meeting</b>                       | <ul style="list-style-type: none"> <li>• Can be less formal than a public hearing</li> <li>• Participants can have their comments recorded (usually not verbatim)</li> <li>• Typically more interactive than public hearing</li> <li>• Highly transparent; all participants can hear what others say</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>• May result in speeches rather than discussion of issues</li> <li>• May contribute to polarization of parties</li> <li>• Can be manipulated or controlled by organized groups</li> </ul>                                                                                                                                                                             |
| <b>Town meeting</b>                         | <ul style="list-style-type: none"> <li>• Greater interaction and less formality than public hearing</li> <li>• Provides for much interaction</li> </ul>                                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>• May contribute to exaggerated or fixed positions</li> <li>• May not provide venue for problem solving</li> </ul>                                                                                                                                                                                                                                                    |
| <b>Workshop</b>                             | <ul style="list-style-type: none"> <li>• Effective for problem solving or completing a task</li> <li>• Highly interactive: people feel views are valued;</li> <li>• Useful for producing agreement</li> <li>• Encourages 'grass roots' to express views;</li> <li>• Can be very creative; flexible, targeted debate, possibly less confrontational,</li> <li>• Involves interested and well informed;</li> <li>• Helps start a common outlook.</li> </ul> | <ul style="list-style-type: none"> <li>• Limits number of participants that can be involved</li> <li>• Those with fixed positions may resent workshop process</li> <li>• May arouse expectations that can't be met</li> <li>• Needs careful management, continuity and follow-up</li> <li>• Depends on quality of facilitation</li> <li>• Doesn't necessarily represent a balanced point of view.</li> </ul> |